

STATE OF CALIFORNIA

Youth and Adult Correctional Agency



STRATEGIC PLAN

January 2005

THE YOUTH AND ADULT CORRECTIONAL AGENCY IS...

The Youth and Adult Correctional Agency (YACA) is a major government enterprise

It directly impacts the lives of thousands of offenders and staff and the safety of the general public. The Agency operates the largest statewide correctional system in the country with a budget of nearly \$6 billion and a staff of more than 50,000 employees. To effectively manage this correctional system, a network of youth and adult facilities and parole offices has been established throughout the state. The Agency's responsibilities extend beyond the incarceration of offenders; it encompasses their physical and mental health needs as well as employment and educational programs to enhance the offenders' reintegration into society. The Agency also offers community services that are available through the operation of conservation camps and provides the trained workforce for more than 180 fire crews and two million hours of fire fighting annually.

The Youth and Adult Correctional Agency is a major contributor to public safety

It oversees the institutional custody of over 168,000 youth and adult offenders and supervises more than 116,000 parolees statewide. These institutions provide secure confinement to the state's most serious and violent offenders. The Agency determines the appropriate supervision level of parolees, commensurate with public safety, and provides substance abuse treatment, mental health services, employment training, and transitional aftercare housing to assist offenders in transitioning back into the community. The Agency takes a leadership role in working cooperatively with other state and local public safety agencies to ensure the safety of California's communities.

The Youth and Adult Correctional Agency is a major community employer

It employs more than 50,000 employees in communities statewide and in occupations such as correctional officers, teachers, counselors, nurses, hearing officers, psychologists, parole agents, field representatives, and office support staff. In many cities throughout the State, the Agency is the major employer and has contributed significantly to the local economy through its ability to provide well-paying jobs. The Agency provides an opportunity for many men and women to have a rewarding career — one they can be proud of.

The Youth and Adult Correctional Agency is a major health care provider

It delivers overall health care to youth and adult offenders, and mental health care to parolees throughout the state. This health care delivery system consists of four service areas: Medical Services, Mental Health Services, Dental Services and Licensed Services and adopts standards for quality and scope of services within a custodial environment. Health care services are accessed through General Acute Care Hospitals, Correctional Treatment Centers, Skilled Nursing Services, Intermediate Care Facilities, Hospice and Onsite Hemodialysis or outpatient clinics.

The Youth and Adult Correctional Agency is a major educational and vocational training provider

It operates one of the largest accredited youth and adult correctional education systems in the world, serving more than 26,600 adult and 3,500 juvenile students. The juvenile programs consist of academic development, including high school diploma, General Educational Development Certificate, High School Equivalency Certificate, and college course work for an Associate of Arts degree. Special education courses provide for offenders with learning disabilities. These programs offer (or make available) the opportunity for self-improvement through acquiring life skills and career training.

Message from the Secretary

To all Staff within the Youth and Adult Correctional Agency:

This past year has been one of excitement and vital importance to all of us—filled with a renewed interest in substantively improving our correctional system and increasing our impact on public safety by better preparing the adults and juveniles under our care and custody for their reentry into society.

As I pledged to you last year, we embarked upon a task unprecedented in the history of our Agency: producing a strategic plan and accompanying organization structure to serve as a roadmap for restoring our Agency to national leadership in the area of youth and adult corrections. With the submission of this strategic plan to Governor Schwarzenegger, we publicly commit ourselves to action and accept accountability to deliver on our promises!

Our strategic plan incorporates Governor Schwarzenegger's directive for "blowing up the boxes" as an important step for transforming California's bureaucracy, including corrections, into one that better benefits the public. This strategic plan also draws heavily from the analysis and recommendations made by the Independent Review Panel, chaired by former Governor Deukmejian. Most important, however, has been the extraordinary effort by individuals throughout our organization to contribute their ideas, time, and energy. From my perspective, this strategic plan is equally for you, providing the opportunity to express the pride we feel for our contribution to society. I also want to thank Kevin Carruth, our Undersecretary, for his steadfast support and leadership during this formulation process. I hope our partnership can serve as a model for the interdependent department and unit work that needs to be done to successfully implement this plan.

We have set our sights towards a vision that I trust all will embrace:

"We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort that provides:

- *Intervention to at-risk populations*
- *Quality services from time of arrest*
- *Successful integration back into society"*

We have also redefined our Agency mission:

"To improve public safety through evidence-based crime prevention and recidivism reduction strategies."

This will require us to develop metrics for all our programs and build cohesive partnerships within the community and with all those willing to help us attain our goals. This offers us many exciting opportunities for new, beneficial collaborations.

Lastly, I would like to thank all the dedicated men and women within our Agency who provide such an important and vital service to our great State. Your hard work, support, and in many cases willingness to put your lives on the line each and every day is an inspiration to me. I am proud of our organization and look forward to the day when we will again be recognized as a national leader in corrections.



Roderick Q. Hickman
Secretary
Youth and Adult Correctional Agency

STATE OF CALIFORNIA

Arnold Schwarzenegger
Governor



YOUTH AND ADULT CORRECTIONAL AGENCY

RODERICK Q. HICKMAN

Agency Secretary

G. KEVIN CARRUTH

Undersecretary

BOARD OF CORRECTIONS

BOARD OF PRISON TERMS

CALIFORNIA YOUTH AUTHORITY

DEPARTMENT OF CORRECTIONS

PRISON INDUSTRY AUTHORITY

**COMMISSION ON CORRECTIONAL PEACE OFFICER
STANDARDS AND TRAINING**

NARCOTIC ADDICT EVALUATION AUTHORITY

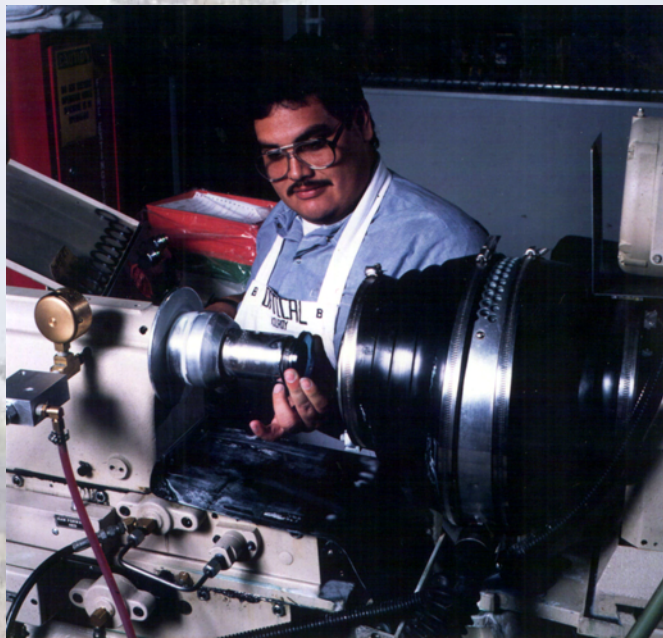


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Introduction

Our Changing Role and Challenges

California's youth and adult corrections has been through significant changes in the past generation, growing from a quiet back-water service of state government with roughly 43,000 adult and juvenile offenders to where it is now one of the largest single service areas in state government providing public safety through incarceration of more than 168,000 serious and violent offenders.

We've grown from a budget of under \$1 billion to a budget of more than \$6 billion – that's larger than most states' total budgets. Consequently, the tremendous growth experienced by the Agency over the past twenty years has led to significant challenges in areas including population management, health care delivery, recidivism, staffing, training and information technology.

Given the emergent challenges facing the Agency today, we have been set in a new direction. A direction that includes a new focus on organizational effectiveness through structural change, on an enhanced, agency-wide information technology system, and on a customer centric approach - an approach we have not considered in the past.

Striving to satisfy internal and external customers as well as partners and stakeholders in and out of the community, and the general public will demonstrate our commitment to changing the way we do business.

Our customer centric focus will allow for the reporting and feedback mechanisms to be built into the organizational structure that will provide for more effective working relationships between departmental functions and across the Agency. It will also help to ensure that we will not allow our business operations to go back to the way they were.

The effectiveness of the organization depends on the alignment and integration of the structure, resources, and processes to accomplish our goals.

The current organization lacks functional integration resulting in conflicting program priorities, overlapping lines

of responsibility and accountability, and policies and procedures that are often outdated and applied inconsistently. Changing the organizational structure of this Agency and its respective departments will align the Agency with its new vision, values, and goals for us to ultimately achieve our mission.

We will conduct regular systematic measurements of work performed and completed, resources utilized, processes, and results in an effort to balance priorities and measure our performance.

Through conference and consultation, we have come to dispel any notions that the Youth and Adult Correctional Agency of California is too large of an organization to make this transition.

This strategic plan is the culmination of more than 150 years of growth, pain, learning, structuring and restructuring, debate, discussion, legislation, court mandates and public input.

Given the size and very nature of our organization, we know that transformational change will not be easy and will require commitment and dedication from everyone in the organization. Our challenges have guided us in a direction that will incorporate effective, efficient operations that are transparent and will ultimately restore the California correctional system to the national model it once was.

This plan lays out the direction for youth and adult corrections in California; it outlines a vision of public safety built on cooperation and intervention, a mission focused by evidence-based strategies, and a value structure based on integrity, accountability, justice, collaboration, and employee well-being.

This is not the final word in this Agency's progress: It is simply the first chapter in a correctional renaissance that will put California at the vanguard of correctional standards in the nation.



Vision

We will end the causes and tragic effects of crime, violence, and victimization in our communities through a collaborative effort that provides:

- **Intervention to at-risk populations**
- **Quality services from time of arrest**
- **Successful integration back into society**

Mission

To improve public safety through evidence-based crime prevention and recidivism reduction strategies





Values

We commit ourselves to principled leadership – a set of core values that guide our behavior:

INTEGRITY – We conduct ourselves professionally, achieving the highest ethical standards.

ACCOUNTABILITY – We take responsibility for our actions and the consequences.

JUSTICE – Everyone receives equitable process and fair outcomes.

COLLABORATION – Everyone supports mutual understanding of ideas, open exploration of our differences, and works constructively and cooperatively with our stakeholders.

EMPLOYEE WELL-BEING – We foster an environment that supports professional development and personal health.





GOAL 1:

Workforce Excellence - Ensure a well-trained, quality workforce

Statement of Need

Our success in meeting the increased complexity of correctional work depends on our ability to attract, train, develop, and retain a qualified workforce. Currently we do not have a hiring plan, systematic training and development of employees, updated classifications and clear role responsibilities, or a consistent employee performance appraisal process. Due to the demands of the job, it is important to establish a wellness program that contributes to an employee's optimal health and supports a balanced lifestyle. We must invest in our people.

Strategy 1.1

Develop a comprehensive recruitment and hiring plan by October 2005.

Objective

Action

Timeline

Outreach and Marketing Plan

1.1.1

Establish an annual outreach and marketing plan that identifies potential candidates

July 2005

Recruitment Partnerships

1.1.2

Establish recruitment partnerships with external organizations to help us identify and attract potential candidates. Seek means to encourage our employees to identify potential candidates

October 2005

Hiring Time

1.1.3

Reduce the hiring time, including background checks, for entry level classifications to 90 days

July 2005

Strategy 1.2

Establish a multi-disciplinary Academy responsible for providing a continuum of training and development programs by January 2007.

Objective

Action

Timeline

Consolidated Academies

1.2.1

Combine the youth and adult academies under a Chief Learning Officer (CLO)

December 2006

Needs Assessment

1.2.2

Conduct a series of training needs assessments for selected job classifications

December 2006

Three Tier Training

1.2.3

Develop an initial set of programs for 1) technical training, 2) supervisory development 3) leadership development which includes a command college. Include ethics and core values in all programs

December 2006



Objective	Action	Timeline
<i>In-Service Training</i> 1.2.4	Centralize the development of in-service programs within the Academy	<i>December 2005</i>
<i>Academy Instructors</i> 1.2.5	Establish criteria and methods for Academy instructor selection and rotation	<i>June 2005</i>
<i>Educational Partnerships</i> 1.2.6	Explore partnerships with higher education entities to award Continuing Education Units (CEU) and credit toward degrees for both academy and university-based programs. Partner with professional organizations to augment Academy programs	<i>November 2005</i>
<i>Mentoring Program</i> 1.2.7	Under the auspices of the Academy develop a mentorship program	<i>July 2005</i>

Strategy 1.3

Develop and maintain a human resource management plan by July 2006 and on an ongoing fiscal year basis thereafter.

Objective	Action	Timeline
<i>Classification and Compensation</i> 1.3.1	Develop an annual planning process to evaluate the Agency's classification and compensation plan to identify and prioritize required classification and/or compensation changes	<i>August 2005 and ongoing</i>
<i>Succession Plan</i> 1.3.2	Establish a comprehensive personnel succession plan for entry-level, supervisory, and managerial staff	<i>March 2005</i>

Strategy 1.4

Develop and implement a consistent employee performance appraisal process by December 2005.

Objective	Action	Timeline
<i>Performance Evaluation</i> 1.4.1	Establish an evaluation system on a phased-in basis that includes clear standards for employee accountability and performance metrics	<i>July 2005</i>

Strategy 1.5

Establish an Agency-wide employee wellness program by July 2006.

Strategy 1.6

Develop a Human Resources Information System by December 2006.



GOAL 2:

Technology - Develop information technology strategies and implement systems capable of managing both current and future needs

Statement of Need

In today's increasingly complex organizational environment, Information Technology (IT) is the common link for integrating all aspects of the organization. To date, IT is consistently under funded, under staffed, and neglected. There is no overall IT strategy or governance structure. We must invest in building new information capabilities and capacity.

Strategy 2.1

Consolidate all IT resources under one central authority by July 2005.

Objective

Action

Timeline

Roles and Responsibilities
2.1.1

Define roles and responsibilities for a centralized IT organization

July 2005

Strategy 2.2

Develop and implement a governance structure for project prioritization of technology initiatives and the application of best practices by July 2006.

Objective

Action

Timeline

Governance Structure
2.2.1

Define and establish a governance structure with key decision makers from every aspect of the business organization, defining roles, responsibilities, and operating principles

July 2005

Governance Board
2.2.2

Establish an IT Governance Board to oversee the administration of the IT operating principles, implementation and approval of initiatives, enterprise technical architecture, security standards, and new emerging technologies

July 2005

Service Level Agreements
2.2.3

Establish baseline agreements between customers and information technology to determine the appropriate level of service. Develop accompanying metrics to measure effectiveness and satisfaction

July 2006



Objective

Action

Timeline

Strategy 2.3

Provide a robust infrastructure that supports correctional application architecture and adheres to enterprise standards by July 2010.

Objective

Action

Timeline

Architecture Plan

2.3.1

Implement an Enterprise Technical Architecture Plan to define computing and network infrastructure standards and common services to be provided. This plan will provide the framework for bringing the agency's information technology platforms (servers, network, hardware, software, tools) into the future. This will be the blueprint to ensure that all of our systems integrate with one another, adhere to standards for performance and maintainability, and are cost-effective

July 2006

Comprehensive Systems

2.3.2

Implement comprehensive business and offender-based management systems

July 2010

Help Desk

2.3.3

Establish a consolidated help desk operating 24/7 to provide a centralized call center for all IT support needs

July 2006

Maintain and Refresh

2.3.4

Implement a technology maintenance and refresh program to include desktop hardware and software, databases, applications, and programs

July 2006

Customer Relations

2.3.5

Create a one-stop "shopping" experience for the customer

July 2006

Strategy 2.4

Establish and maintain a data warehouse for enterprise-wide correctional databases, e-government, and integrated justice systems by July 2007.

Objective

Action

Timeline

Enterprise-Wide Databases

2.4.1

Identify enterprise-wide databases to be included in the warehouse

January 2007

e-Government

2.4.2

Perform an e-Government readiness assessment to determine which core business areas effectively use the Internet and where additional resources will provide added benefit and improved access

January 2007

Open Systems

2.4.3

Develop open systems standards to support the sharing and exchanging of information with local law enforcement entities

July 2007



Objective	Action	Timeline
Strategy 2.5	Ensure the security of technology systems by July 2005.	

Objective	Action	Timeline
Safeguards 2.5.1	Develop and employ effective safeguards including risk analysis, mitigation, and management strategies. This includes the development and enforcement of standards and policies	<i>July 2005</i>
Virus Protection 2.5.2	Employ standardized and automated virus protection for all IT resources	<i>January 2005</i>
Education 2.5.3	Establish educational programs to enforce information technology policies and requirements	<i>July 2005</i>

Strategy 2.6 **Build our technology workforce by July 2007.**

Objective	Action	Timeline
Assessment 2.6.1	Conduct an IT resource management assessment to determine core competencies, staffing levels and align IT services with business priorities and technical environment	<i>July 2005</i>
Staffing 2.6.2	Recruit and develop a highly skilled IT staff	<i>July 2007</i>
Training Plan 2.6.3	Under the auspices of the academy, assess the training needs of the professional IT staff and develop an on-going training program	<i>January 2006</i>





GOAL 3:

Organizational Effectiveness: Achieve organizational excellence in our operations and systems

Statement of Need

The effectiveness of the organization depends on the alignment and integration of the structure, resources, and processes to accomplish our goals. The current organization evolved with a focus on autonomous units, and therefore, lacks functional integration. Program priorities often clash; lines of responsibility and accountability overlap and in some cases do not exist; and, policies and procedures are frequently outdated and frequently applied differentially. We must build an organization where all components operate as a fully interconnected system.

Strategy 3.1

Redesign and implement a matrix structure that supports the organization's mission and goals by July 2005.

Objective	Action	Timeline
<i>Design</i> 3.1.1	Design the overall organizational structure	<i>January 2005</i>
<i>Roles and Responsibilities</i> 3.1.2	Define roles and responsibilities within the new structure	<i>June 2005</i>
<i>Fiscal</i> 3.1.3	Develop a fiscal strategy and budget allocations to support the organizational design	<i>March 2005</i>
<i>Legislation</i> 3.1.4	Develop a plan for legislation that supports the reorganization and, as appropriate, changes in roles and responsibilities	<i>March 2005</i>
<i>Labor Relations</i> 3.1.5	Develop a plan for labor relations that supports the reorganization and, as appropriate, changes in roles and responsibilities.	<i>February 2005</i>
<i>Implementation</i> 3.1.6	Implement the new agency organizational structure	<i>July 2005</i>

Strategy 3.2

Establish consistent processes and procedures to ensure accountability at all organizational levels by July 2007.

Objective	Action	Timeline
<i>Accountability</i> 3.2.1	Implement a performance measurement system that includes fiscal and programmatic success goals	<i>July 2007</i>



Objective	Action	Timeline
<i>Employee Discipline</i> 3.2.2	Implement the Vertical Advocacy Model to ensure consistency in the employee disciplinary process	<i>July 2007</i>

Strategy 3.3

Develop a comprehensive risk management program that identifies practices, policies and conditions that pose potential legal, fiscal or safety risks by July 2005.

Objective	Action	Timeline
<i>Risk Management</i> 3.3.1	Establish a risk management structure including centralized oversight and operational implementation	<i>July 2005</i>
<i>Policy and Procedures</i> 3.3.2	Establish risk management policy and procedures	<i>July 2005</i>
<i>Systems</i> 3.3.3	Establish systems to support risk management functions	<i>July 2005</i>
<i>Management Training</i> 3.3.4	Establish a risk management training program	<i>July 2005</i>

Strategy 3.4

Establish an on-going program of evaluations based on evidence-based measures and national standards by January 2006.

Objective	Action	Timeline
<i>Governance Structure</i> 3.4.1	Define and establish a governance structure for evaluation and research	<i>January 2006</i>
<i>Evaluation</i> 3.4.2	Integrate evaluation into all programs	<i>January 2006</i>
<i>Data Collection</i> 3.4.3	Establish operational and data collect systems	<i>January 2006</i>
<i>Research</i> 3.4.4	Establish a data analysis and research function to determine evidence-based program viability and best practices	<i>January 2006</i>

Strategy 3.5

Conduct a system-wide assessment to benchmark organizational well being by July 2006.

Strategy 3.6

Institutionalize an approach for continuous improvement by July 2007.



GOAL 4:

Legal Compliance: Develop preventive strategies to preclude class action suits and remedy identified violations

Statement of Need

In order for the entire correctional system to regain its stature as a national model, we need to comply with court orders and proactively identify areas where we are vulnerable to litigation. The Agency has been the subject of continual major lawsuits. There is no comprehensive plan for identifying problem areas, conducting analyses, developing corrective action, or monitoring compliance. We must be the first to identify and resolve our own issues.

Strategy 4.1

Identify and develop indicators of potential problems, trends, patterns of risk areas by October 2005.

Objective	Action	Timeline
<i>Indicators</i> 4.1.1	Determine indicators of legal vulnerabilities for management review	<i>July 2005</i>
<i>Data Collection</i> 4.1.2	Collect indicator data for risk management assessment	<i>October 2005</i>

Strategy 4.2

Develop a process for the ongoing review, monitoring and compliance of policies by July 2006.

Objective	Action	Timeline
<i>Research Standards</i> 4.2.1	Identify and review existing standards and identify areas in need of standards	<i>March 2006</i>
<i>Review for Sufficiency</i> 4.2.2	Review existing policies to determine their evidentiary and legal sufficiency	<i>October 2005</i>
<i>Audit and Compliance</i> 4.2.3	Develop and implement a process for auditing standards for compliance	<i>July 2006</i>
<i>Policy Compliance Review</i> 4.2.4	Develop a process for ongoing review of policies to ensure compliance with evolving legal requirements	<i>October 2005</i>



Objective	Action	Timeline
Strategy 4.3	Support consistent and lawful policy implementation by January 2006.	
Objective	Action	Timeline
<i>Communication</i> 4.3.1	Determine and implement strategies for communicating new and revised directives and/or policies	<i>January 2006</i>



GOAL 5:

Crime Prevention and Safety: Develop a comprehensive crime prevention program and use evidence-based research to reduce criminality and victimization

Statement of Need

Correctional programs are the operational core of this organization. There is no systematic approach to correctional services from the time of arrest to the time of re-integration back into the community. We lack comprehensive assessment of the effectiveness of our programs. We must take responsibility for reducing recidivism.

Strategy 5.1

Link offender risk and need assessment to a continuum of programming targeting successful community reintegration by January 2007.

Objective	Action	Timeline
<i>Assessment</i> 5.1.1	Provide offender risk and needs assessment at the time of initial incarceration and at designated time periods	<i>January 2006</i>
<i>Treatment Services</i> 5.1.2	Ensure that treatment services provided to offenders meet the individual's risk needs	<i>July 2006</i>
<i>Parole Supervision</i> 5.1.3	Expand and improve evidence-based parole supervision and programs	<i>January 2007</i>
<i>Private Contractors</i> 5.1.4	Expand the use of private contractors to provide treatment to maintain the parolee in the community	<i>January 2006</i>
<i>Re-Entry Programs</i> 5.1.5	Expand and improve the Institutional-Based Community Re-Entry Programs	<i>January 2007</i>

Strategy 5.2

Ensure Safe and secure facilities for both staff and offenders by January 2006.

Objective	Action	Timeline
<i>Violence Reduction</i> 5.2.1	Develop and implement a classification strategy that rewards inmate/ward programming and utilizes evidence-based programs to reduce offender violence.	<i>January 2006</i>
<i>Group Living</i> 5.2.2	Establish programming in group living environments that effectively promotes pro-social behavior	<i>January 2006</i>



Objective	Action	Timeline
<i>Inmate Living</i> 5.2.3	Reduce the use of program space, such as gyms and dayrooms, as bed space	<i>January 2006</i>
<i>Gang Management</i> 5.2.4	Develop and implement a comprehensive evidence-based gang management program	<i>January 2006</i>

Strategy 5.3

Expand and improve evidence based educational, vocational and life skills training programs consistent with needs assessments by July 2007.

Objective	Action	Timeline
<i>Ward School Attendance</i> 5.3.1	Develop a multi-disciplinary intervention team to provide attendance, counseling, and incentives to improve ward school attendance	<i>July 2007</i>
<i>Substance Abuse Treatment</i> 5.3.2	Expand and improve evidence-based substance abuse programs	<i>January 2007</i>

Strategy 5.4

Proactively enforce victims rights and establish restorative justice practices to ensure both offender accountability and rehabilitation, and the constructive inclusion of victims' voices by July 2007.

Objective	Action	Timeline
<i>Victim Notification</i> 5.4.1	Partner with community programs to assist in locating crime victims and ensure timely notification to victims regarding offender status	<i>January 2006</i>
<i>Parole Consideration Hearings</i> 5.4.2	Ensure crime victims, survivors and/or next-of-kin receive the opportunity to participate in parole consideration hearings	<i>January 2006</i>
<i>Restitution</i> 5.4.3	Expand and improve the imposition, collection and disbursement of court-ordered restitution to crime victims and the State Restitution Fund	<i>July 2007</i>
<i>Community Services</i> 5.4.4	Expand opportunities for offenders to restore the community through public service	<i>July 2006</i>
<i>Victim Impact Classes</i> 5.4.5	Require all offenders to participate in a victim impact program and, if appropriate, a restorative justice program prior to release	<i>July 2007</i>

Strategy 5.5

Through community collaboration, create partnerships that will reduce crime and delinquency by January 2007.



GOAL 6:

Outreach and Partnerships: Seek out partnerships and develop meaningful programs and processes to promote shared responsibility for community safety

Statement of Need

We define our success as preventing crime, violence, victimization and increasing the rate of successful reintegration of parolees into our communities. We have given limited attention to developing full partnerships with community groups willing to help us (e.g., with law enforcement, community/faith-based organizations, crime victim advocacy groups, and academia). We have not had the “will” to foster successful community partnerships. We must build community collaboration.

Strategy 6.1

Establish collaborations with external entities to support successful integration of offenders into our communities by January 2006.

Objective	Action	Timeline
<i>Directory</i> 6.1.1	Create a statewide directory of interested community and faith-based partners	<i>March 2005</i>
<i>Role Relationships</i> 6.1.2	For each category of partners, determine appropriate role relationships	<i>June 2005</i>
<i>Issue Resolution</i> 6.1.3	Establish local collaborations in our communities to resolve issues	<i>January 2006</i>

Strategy 6.2

Enhance collaborations with local community-based organizations to prevent crime, reduce recidivism and victimization by January 2007.

Objective	Action	Timeline
<i>Community Organizations</i> 6.2.1	Work with a network of community organizations to help us develop programs for safer communities	<i>June 2006</i>
<i>Family Involvement</i> 6.2.2	Identify and implement evidence-based programs to assist families to reduce the continued spiral of crime and victimization	<i>January 2007</i>



Strategy 6.3

Establish intergovernmental collaborations (e.g., with Department of Mental Health, Employment Development Department, Business, Transportation and Housing Agency) to support successful integration of parolees into our communities by July 2006.

Strategy 6.4

Enhance collaborations with local criminal, juvenile justice, social services, and crime victims and other advocacy agencies to support effective integration of parolees into our communities by July 2006.

Strategy 6.5

Enhance collaborations with the academic and research communities to identify evidence-based strategies and evaluate offender program effectiveness by July 2006.



GOAL 7:

Health Care Delivery: Ensure an organization design and accompanying system to provide efficient delivery of quality health care

Statement of Need

We are morally and constitutionally obligated to provide health care to incarcerated offenders. Our organization has been found deliberately indifferent in the delivery of healthcare. We must radically change our approach to healthcare programs and delivery.

Strategy 7.1

Develop and implement a managed care system that meets required standards of care and is cost effective by March 2010.

Objective	Action	Timeline
Health Information System 7.1.1	Develop an integrated and automated health information system for management and analysis	<i>January 2010</i>
Human Resources 7.1.2	Establish a comprehensive human resource management plan	<i>January 2010</i>
Assessment 7.1.3	Develop and implement a comprehensive health risk assessment and classification system	<i>January 2010</i>
Standards of Care 7.1.4	Develop evidence-based standards for the effective delivery of health care programs and services across juvenile and adult institutions	<i>January 2010</i>
Tiered System 7.1.5	Develop and implement a standardized tiered system that addresses multiple levels of acuity	<i>January 2006</i>
Transfer Feasibility 7.1.6	Determine the feasibility of transferring management and delivery of services to other entities	<i>January 2010</i>
Prevention 7.1.7	Develop and implement a comprehensive prevention program, (e.g., patient education)	<i>January 2006</i>



Objective	Action	Timeline
Strategy 7.2	Institute a process for continuous program and practice evaluation and improvement by January 2005 through 2010.	

Objective	Action	Timeline
<i>Continuous Improvement</i> 7.2.1	Institute a process for continuous program and practice evaluation and improvement	<i>January 2005-2010</i>
<i>Professional Practice</i> 7.2.2	Develop a system-wide Professional Practice Program for the recruitment, selection, and management of clinical staff	<i>January 2005-2008</i>
<i>Skills Assessment</i> 7.2.3	Assess the skills of current clinical staff to ensure appropriate job competencies.	<i>January 2007</i>

Strategy 7.3	Establish partnerships for the management and delivery of health care services by July 2006.
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Objective	Action	Timeline
<i>Develop Criteria</i> 7.3.1	Re-evaluate existing criteria, and develop as needed, new criteria for determining which health care components are appropriate for entering into partnership agreements for management and/or services	<i>January 2006</i>
<i>Identify Partners</i> 7.3.2	Determine whether possible partners meet the criteria for the management and delivery of health care components	<i>July 2006</i>

Strategy 7.4	Increase public safety and public health by providing mental health services and health care transitional programs for offenders upon re-entry to their communities by July 2006.
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CDC and CYA Facilities Throughout California



